

Created for
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Developing a High Performance Organization

Presented by

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Dave Nagy: Some credential information

- ***Retired - Hallmark Cards***
(Operations, Marketing/Sales, Strategic Planning, Market Development)
- ***Owner / Partner in Bolero Associates, LLC (since 1997)***
- ***University teaching***
 - *UCI since 2000 – ACP, Brazilian MBA,*
 - *International MBA, courses & seminars*
 - *CSUF – 1997 – 2002*
- ***Chairman Industry Council at Cal Poly Pomona – School of Business, TOM Department (Technology, Operations & Mgmt)***
- ***Former Chairman of the Board – Goodwill Industries of OC***
- ***Chairman of the Board – Western Council of Goodwill Industries***
- ***Judge in State of California Team Excellence Awards (2003-2012)***
- ***Certified Lead Auditor – ISO 9001 & TS 16949 & Auditor for ISO 13485***
- ***Consulting General Manager for machine shop on all defense projects***
- ***Speaker and author on QMS, Lean, change and teams***

Clients

TDK Electronics

National Oilwell Varco

Accurate Metal Fabricators

AMF Electronics

MGE UPS Systems

San Bernardino County

Deft, Incorporated

Desert Pain Medicine Group

Lange Precision (Raytheon)

Rockwell Collins Aerospace

Cleveland Golf

AG Balda / C. Brewer Molding

ARDEC

Santec Faucets

Advance Business Graphics

ViaSat

Printrak, A Motorola Company

Textron Aerospace Fastener Sys

California State Univ.- Fullerton

Goodwill Industries

Raytheon (Avionics)

Penske Automotive Group

OC Sanitation District

Hirsch Electronics

Medtronic Cardiac Surgery

Medtronic Neurological

NDC Infrared Engineering

Flowserve Pump Int'l

Lingotek



Bolero
Associates LLC

Your Performance Enhancement Team

Dave Nagy: Please consider me for:

- *New QMS system development in ISO 9001, ISO 16949, ISO 13485*
- *Transition from an old version to newer version of a standard*
- *Internal Auditing – let me be your internal auditing source*
- *Project leadership on CIP initiatives*
- *Training your staff on QMS, Internal Auditor, communication skills, root cause analysis, leadership development, team development*
- *Connecting your company with California funding to offset the cost of your qualified training*
- *Curriculum planning and development – design your own customized training – maybe even get funding for the program.*

Let me be your QMS and training partner

Call me at 800.634.1843 ext 103

Developing an Organization of Champions

Developing a high performance organization means that both members and management make the journey together.

While on this journey together, the management and team learn to rely on each other, moving from **dependence** to **interdependence**.

They become aware of each other's strengths and weaknesses, they get to know each other, and they form a relationship based on trust.

They each takes an active role by being involved, sharing communication, mutually accepting responsibility, and achieving results.



Developing an Organization of Champions

High-performance is a conscious decision on the part of both management and employees; but management holds the cards

The organization sets the stage for ...

trust,

clear direction,

commitment,

right skills,

dealing with conflict,

creating a motivating environment,

keeping attention on achieving results,

and deterring the degree of accountability.



Sad, but true

WASHINGTON, D.C. – The percentage of U.S. workers in 2015 from Gallup polls

- **32% = employees considered to be engaged in their jobs**
 - **50.8% = employees were "not engaged,"**
 - **17.2% = of employees were "actively disengaged."**
-
- 2015 averages are on par with the 2014 averages and reflect little improvement .
 - Engagement percentages remain flat since 2000

Developing an Organization of Champions

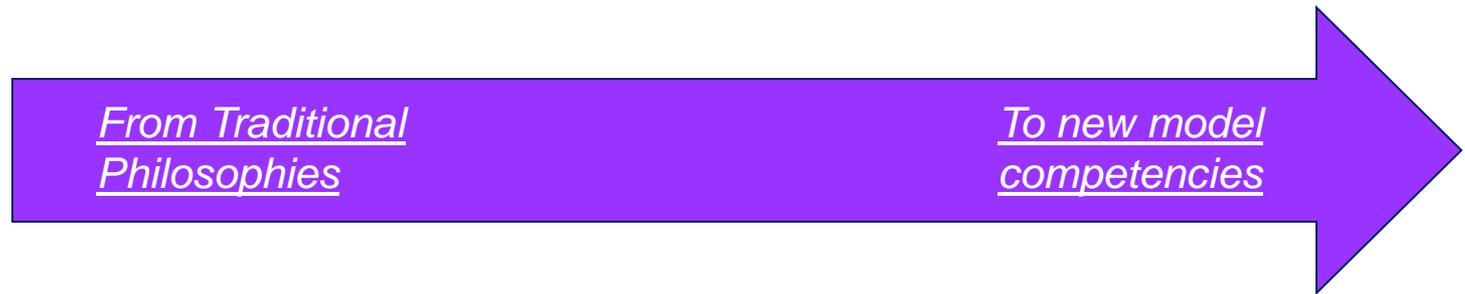
Do you want a high-performance organization, or a collection of individuals with some kind of relationship to a boss?

Over the next 50 minutes, you will ...

- ✓ Discover the drivers of a high-performance organization
- ✓ Learn how to climb the ladder to a High Performance culture
- ✓ Be given a checklist for team success



How to Move People to Action has Changed



Management principles

Overseeing work

From Controller



To Enabler

Accomplishing tasks/results

From supervising individuals



To leading teams

Managing relationships

From conflict and competition (adversarial)



To conversation and collaboration

Leading

From autocratic



To involved, available, and empowering

Focus

From maintaining stability and individual task accomplishment



To mobilizing individuals, leading change, creating motivating environment

Organizational Unit Structure

Work Group

- Relies on individual contributions for group performance.
- They make decisions that affect individual performance.
- The focus is on improving individual performance and group members do not take responsibility for results other than their own.
- They are organized around a product, function or service.
- They can be super productive and results oriented.

A High Performance Team

- Strives for synergistic performance; that is, striving for increased performance that the members couldn't otherwise achieve as individuals.
- They rely on group discussion, collaboration, problem solving, and decision-making.
- The members are equally committed to a common purpose and goal for which they hold themselves mutually accountable.
- A self-managed team is equally focused, responsible, and accountable for both the task and teaming processes of how to work together.



The Key to High Performance:

- **CLEAR DIRECTION** – everyone understands the vision and has a clear understanding on how they individually fit into achieving the vision, and they have a clear understanding of what they need to do achieve their goals and objectives. Direction is different than just assigning goals and objectives.
- **RIGHT SKILLS** (what) abilities to perform assigned tasks and to participate in the process (how).
- **MOTIVATING ENVIRONMENT** - Skills and direction alone is not enough. The organization/leader must also structure the **work environment to allow employees to become motivated** and maximize performance.



The Key to High Performance: Employee Engagement

“Gung Ho” by Ken Blanchard The Way of the Beaver...



- Purposeful, independent, activity (busy as a beaver)
- Beavers are independent contractors
- Describes relationship with the organization
 - Employees must understand goals and how they fit in
 - They understand that their work is important
 - They are empowered to take control of their own work

The Key to High Performance: Employee Engagement

How?

- Frederick Herzberg –
 - When motivator are absent, workers are neutral toward work and/or disengaged.
- 2013 Globoforce Mood Tracker Survey
 - 82% of employees surveyed say that being recognized/appreciated for their efforts increase their motivation. ¹
- US Department of Labor finding
 - Shows that the top reason for people leaving their jobs is they “don’t feel appreciated.” ²
- Management guru Richard Daft in 2017
 - “...the trend is toward job enrichment, which means incorporating high-level motivators into the work, including responsibility, recognition, and opportunities for growth, learning, and achievement. ³



High Performance organizations must equally focus on:

Tangibles (what)

IT / applications
Production
Goals
Lean / 6S
Customer service
Material movement
Quality (QA & QC)
Problem Solving
Preventing defects
Mitigating risk

TASK

PROCESS

Intangibles (How)

Soft stuff
The glue
Interpersonal skills
Leadership
Influence
Communication
Coaching
Challenging
Participation
Respect
Support



High Performance organizations must equally focus on:

1	2	3	4	5	6	7
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Support



High Performing organizations have these common characteristics , some of which are part of the checklist for success:

trust,
clear direction,
commitment,
right skills,
motivating environment,
dealing with conflict,
attention to results
accountability.

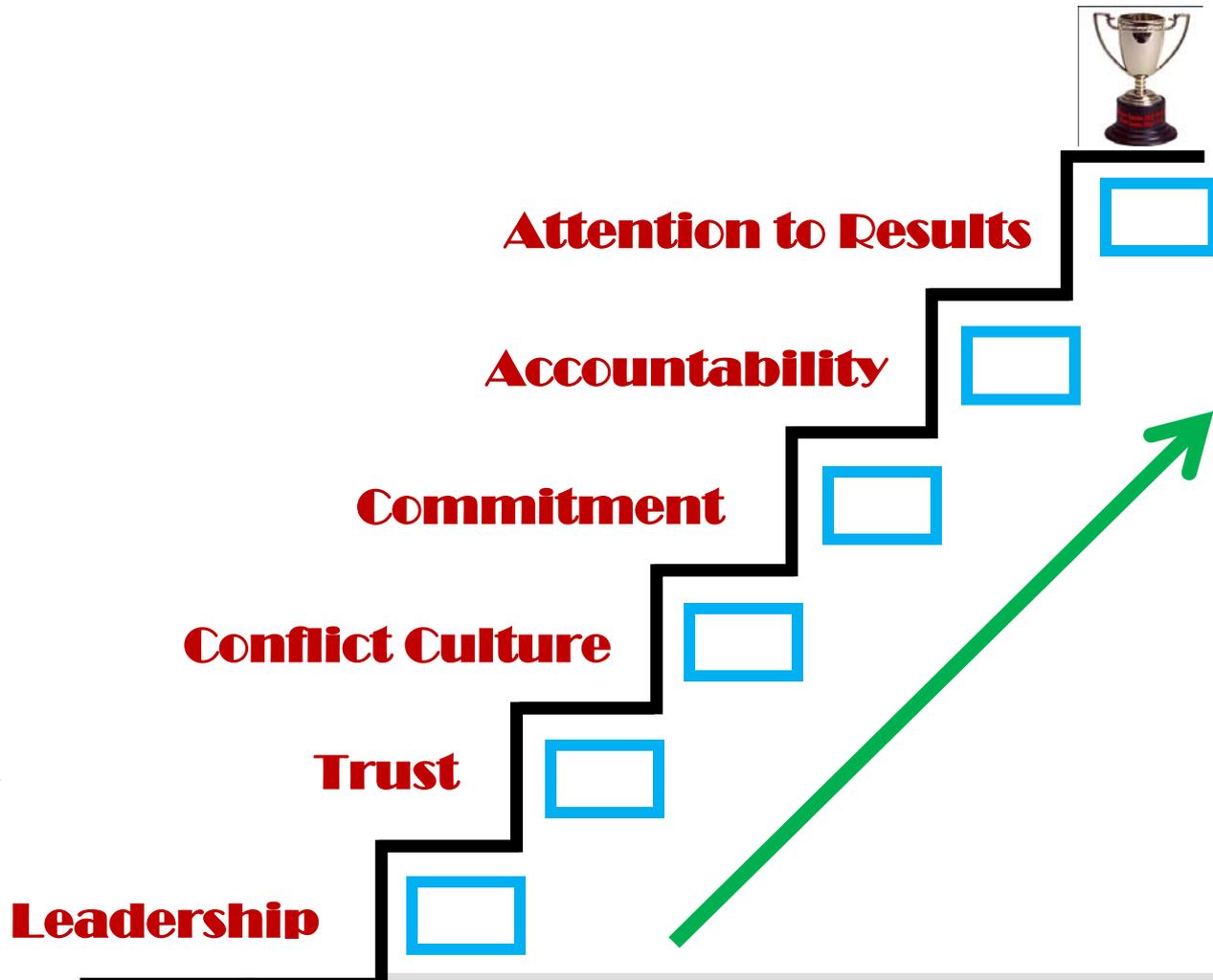


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How do these characteristics fair in your organization?

(Complete a spider diagram

The Ladder to High Performance

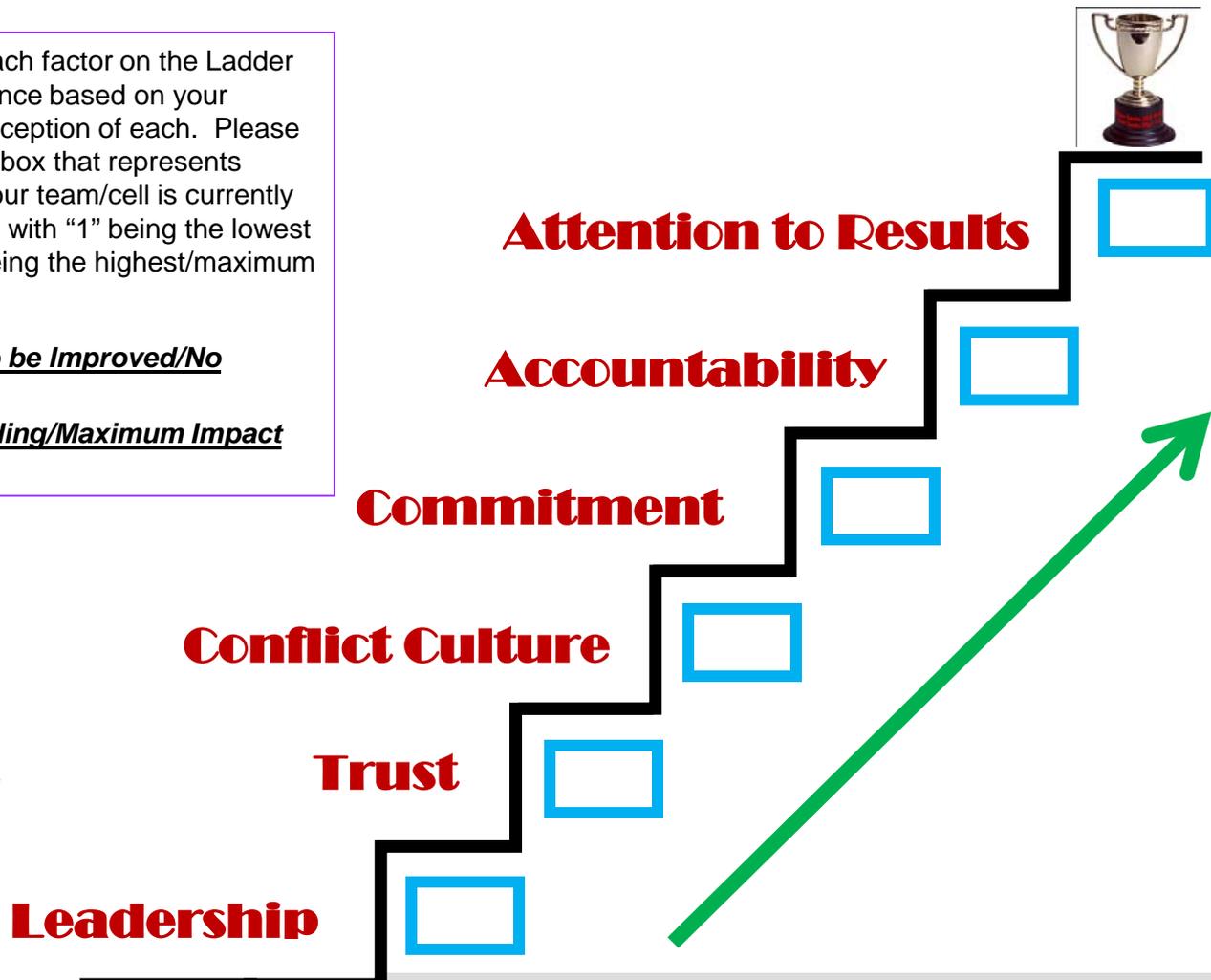


The Ladder to High Performance

Please assess each factor on the Ladder to High Performance based on your knowledge or perception of each. Please put a mark in the box that represents where you feel your team/cell is currently at on each factor, with "1" being the lowest impact and "7" being the highest/maximum impact.

1 = No/Needs to be Improved/No Impact ;

7 Yes/Outstanding/Maximum Impact



The Ladder to High Performance

Step # 1 – Leadership

Leadership is the foundation of organizational high performance!!!

What is Leadership?

- Leadership is not management with a focus on the task/ project
- Leadership is pulling people toward goals and results
- Leadership is more powerful than being a boss

How to Leaders move people to action?

- Available to provide direction
- To inspire, influence, model behavior
- To give appreciation and feedback
- To coach, encourage, counsel
- To listen
- To tell someone they are important to the organization

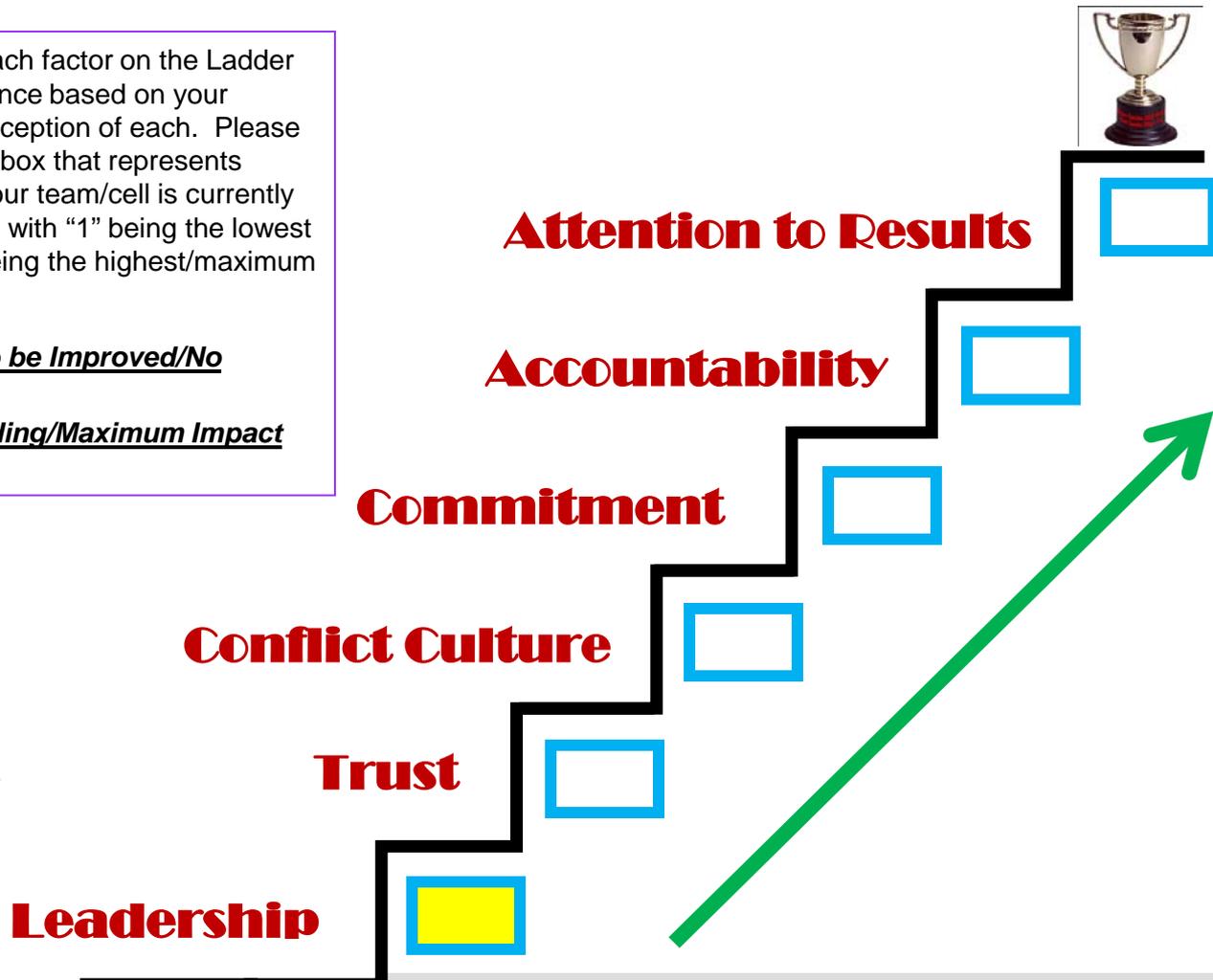


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The Ladder to High Performance

Step # 2 – Trust

Trust is the foundation for real high performance .

Trust is being willing to be comfortable with one another about their weaknesses, mistakes, fears, and behaviors.

This is about disclosure / complete transparency. When members get to this point where they can be completely open with one another, without filters and not trying to guard or protect themselves, then the focus can rest with getting the job done.

Overcoming the absence of trust requires team members sharing experiences over time.



The Ladder to High Performance

Step # 2 – Trust

- ***Contractual Trust***
- ***Communication Trust***
- ***Competency Trust***

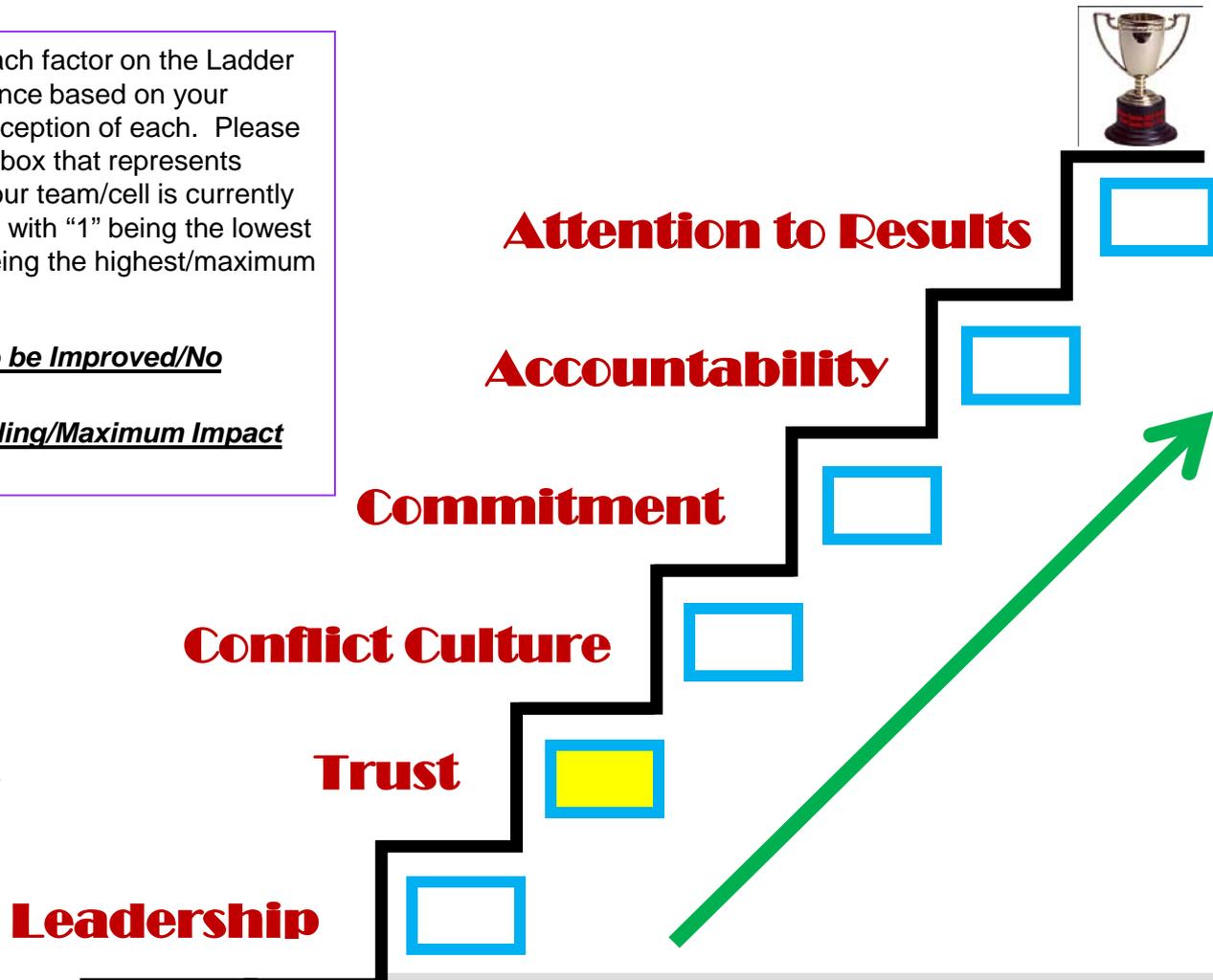


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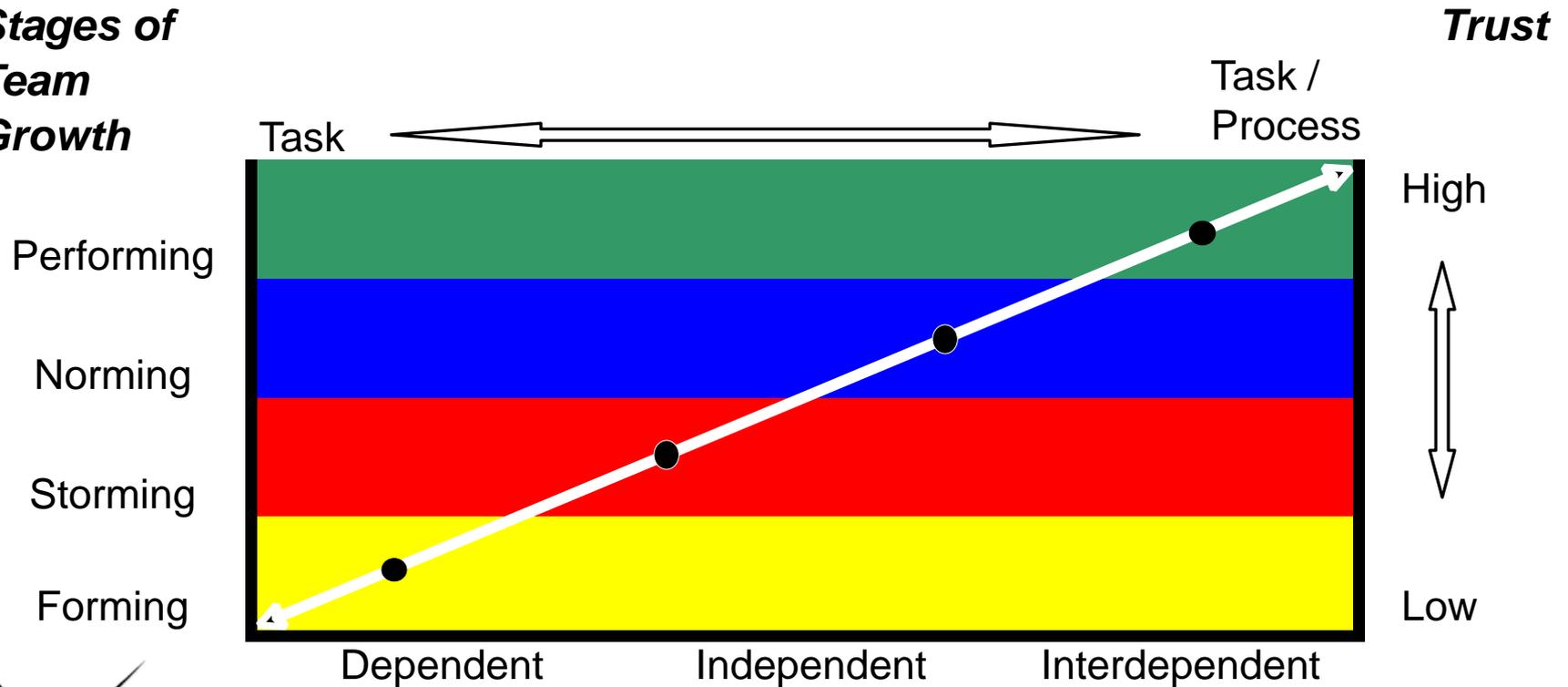
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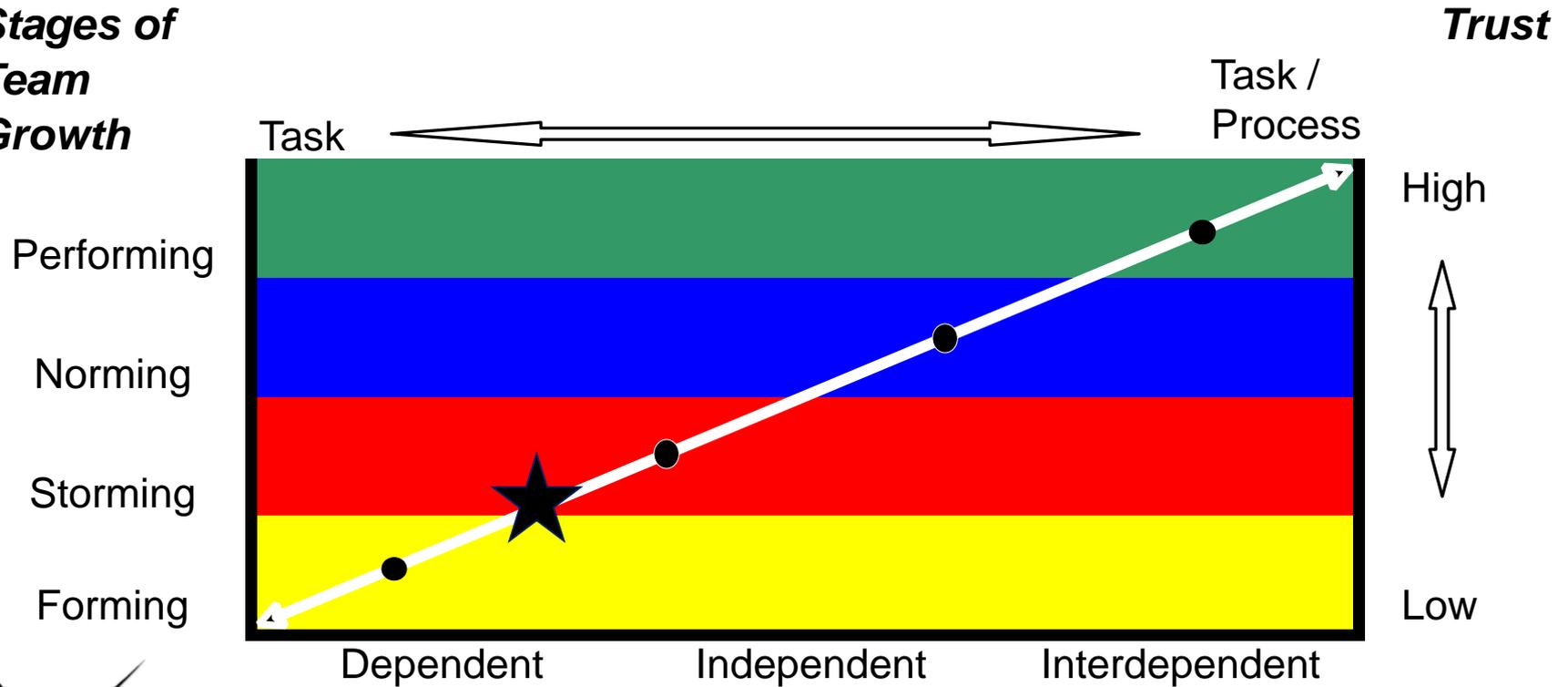
Stages, Dependence and Trust

Stages of Team Growth



Stages, Dependence and Trust

Stages of Team Growth



The Ladder to High Performance

Step # 3 – A Healthy **Conflict Culture**

Organizations that trust one another are not afraid to engage in a passionate dialogue around issues and decisions that are key to success.

Continuous improvement; not personal attack.

They do not hesitate to disagree with, challenge, and question one another, all in the spirit of finding the best answers, discovering the truth, and making great decisions.

This is the heart of how buy-in happens and when skillfully handled, conflict leads to powerful commitments.



Leading Through the Stages

Conflict, disagreements, arguments, constructive feedback and help is seen as a...

Forming Stage



Storming Stage



Norming Stage



Performing Stage



Personal
attack

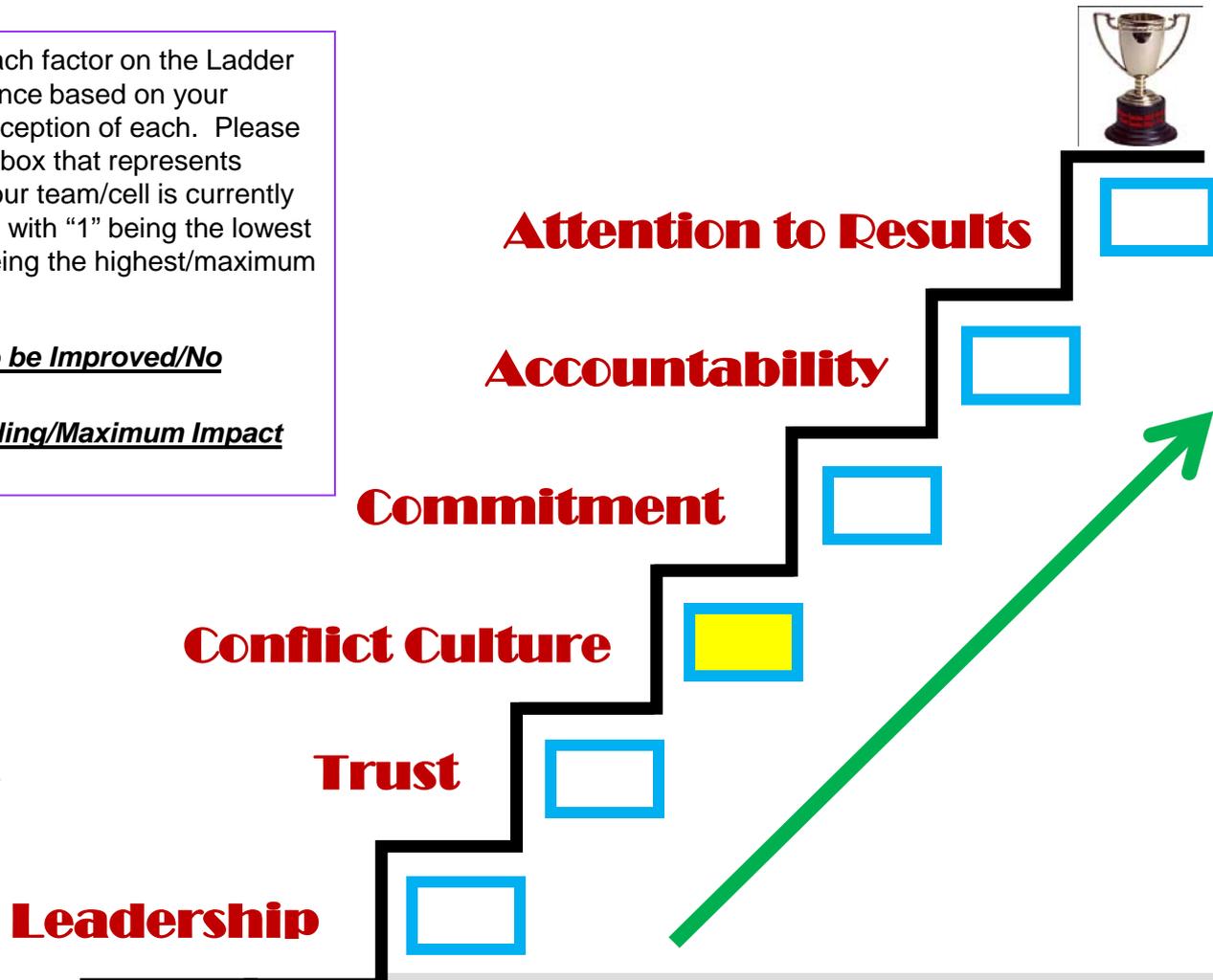
Part of the
process of
improving

The Ladder to High Performance

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The Ladder to High Performance

Step # 4 - Commitment

**Commitment in terms of two things:
clarity and buy-in.**

Great organizations make clear and timely decisions and move forward with complete buy-in from every member, even those who voted against the decision. They leave meetings confident that no one is quietly harboring doubts about whether to support the actions agreed on.

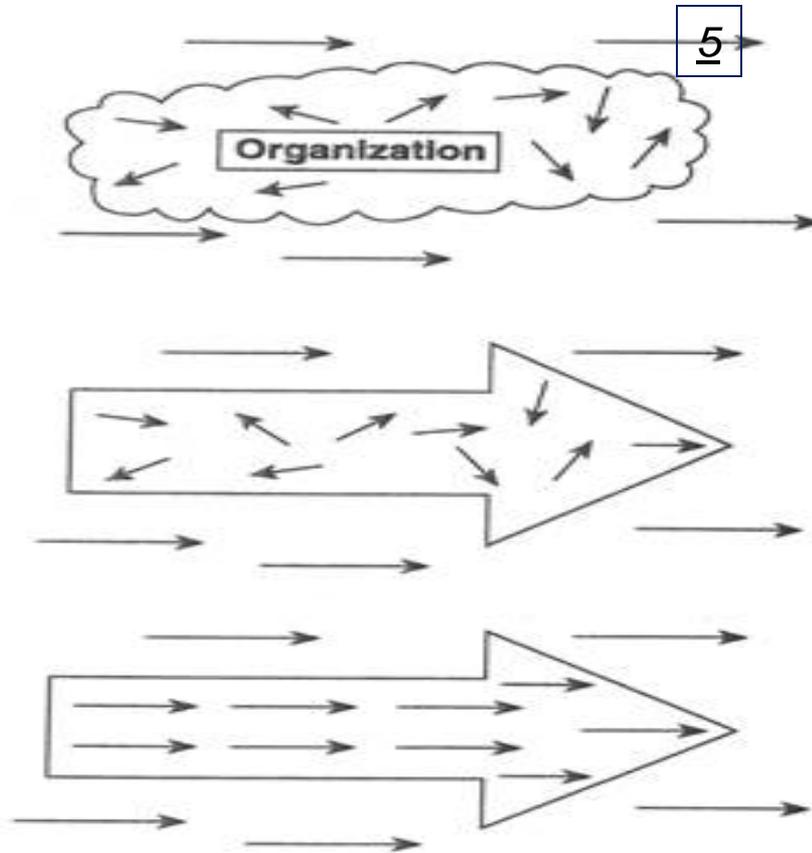
Buy-in is the achievement of honest emotional support.

Clarity is the removal of assumptions and ambiguity from a situation.



The Ladder to High Performance

Step # 4 – Commitment



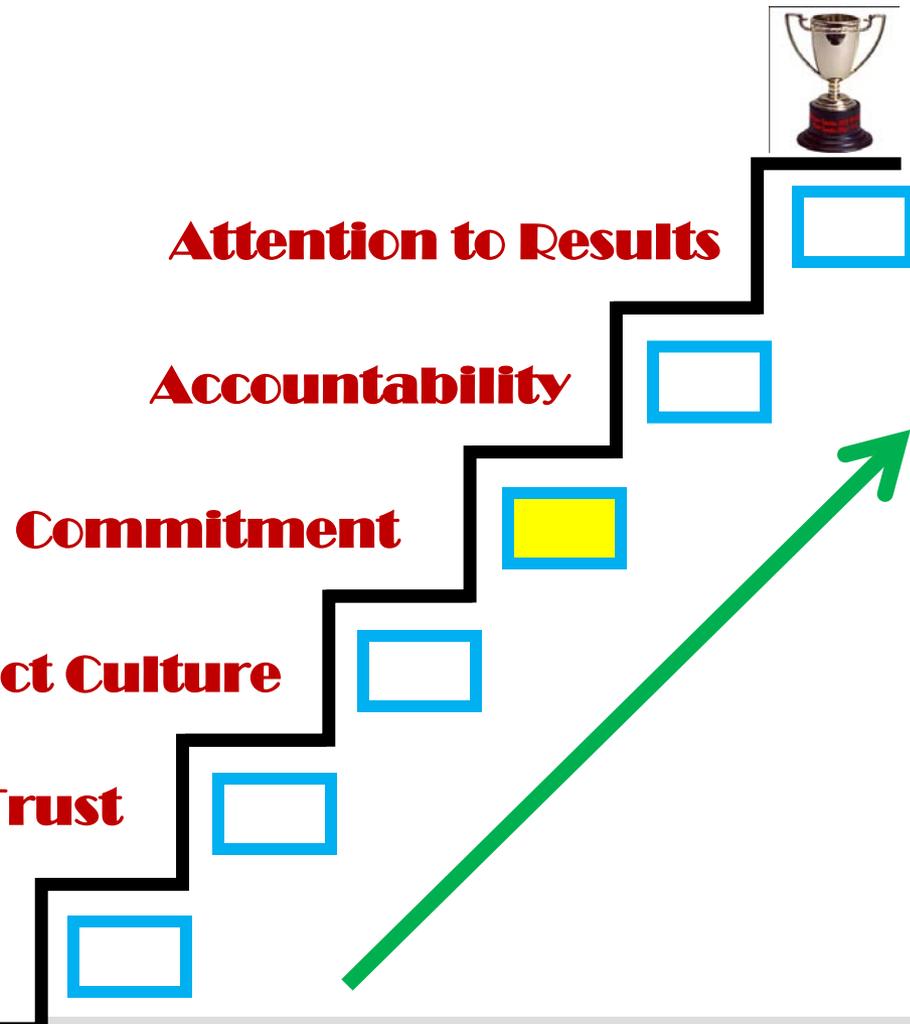
One Organization,
One Vision,
One Goal!

The Ladder to High Performance

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The Ladder to High Performance

Step # 5 – Accountability

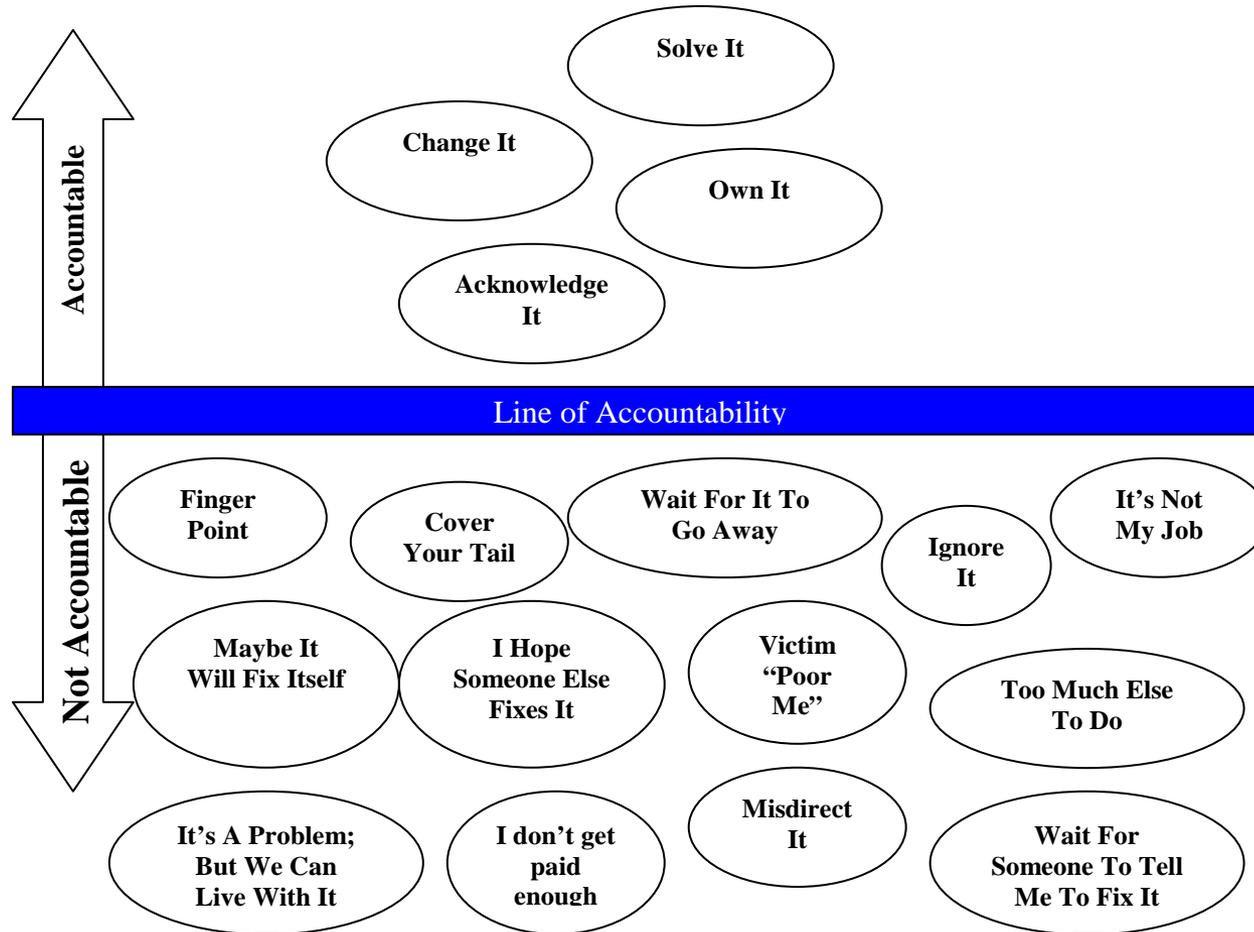
Organizational units that commit to decisions and standards of performance do not hesitate to hold one another accountable.

What is more, they don't just rely on the team leader as the primary source of accountability; they go directly to their peers.

Leaders need to model accountability. Many are adept at dealing with performance issues but shy away from dealing with inappropriate behavioral problems because they can be emotionally charged. When leaders confront inappropriate behaviors, they are role-modeling accountability in ways that sets the stage for higher expectation – for moving to high performance.



The Line of Accountability

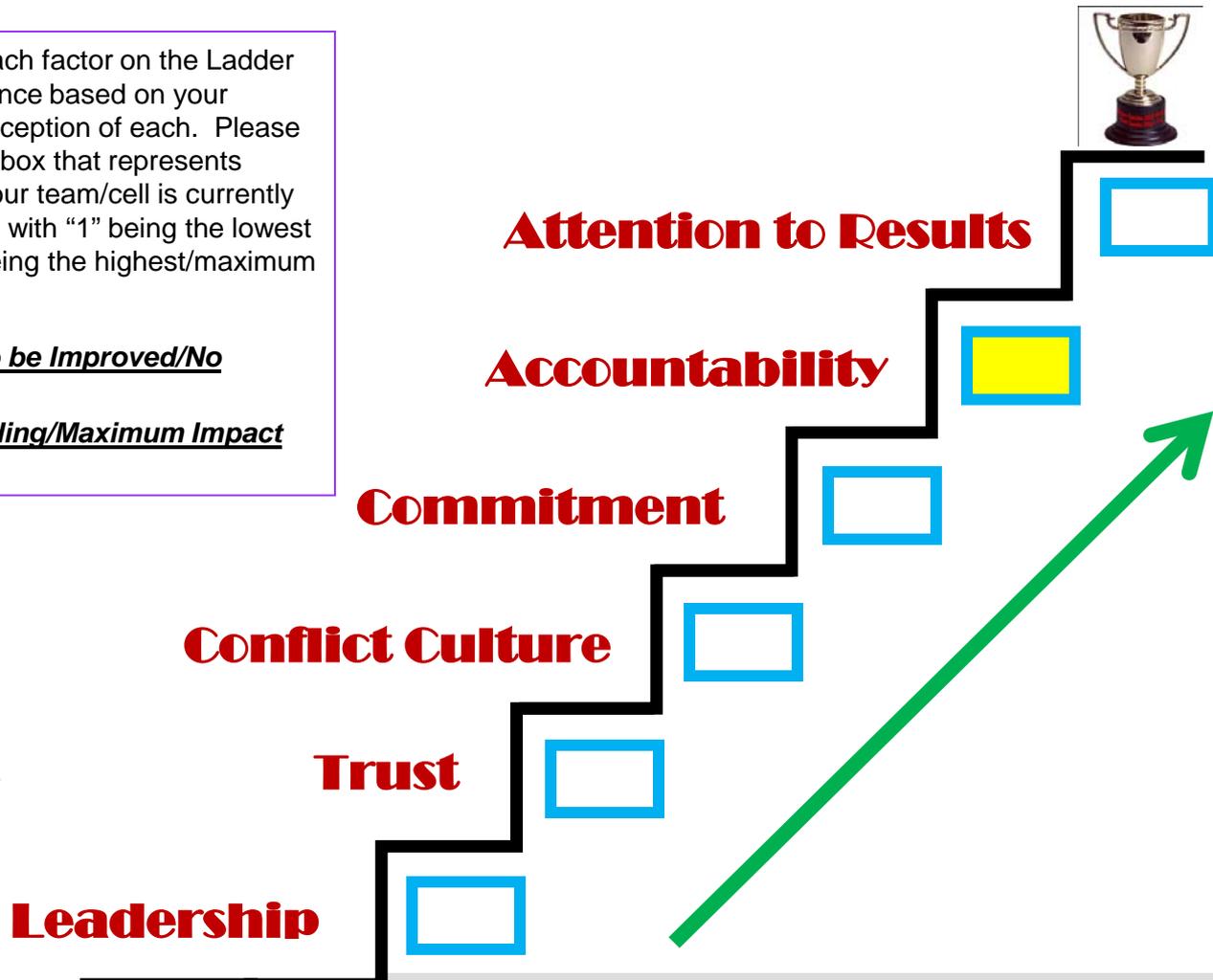


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The Ladder to High Performance

Step # 6 – Attention to Results

5

Two things that get in the way of achieving results are self-interest and self-preservation.



Organizational members who put their individual needs or the needs of their department above the collective goals make it difficult to achieve better overall results.

The overall performance should come first. This is not to say that we shouldn't look out for ourselves but there needs to be a connection between self-interest and getting results.

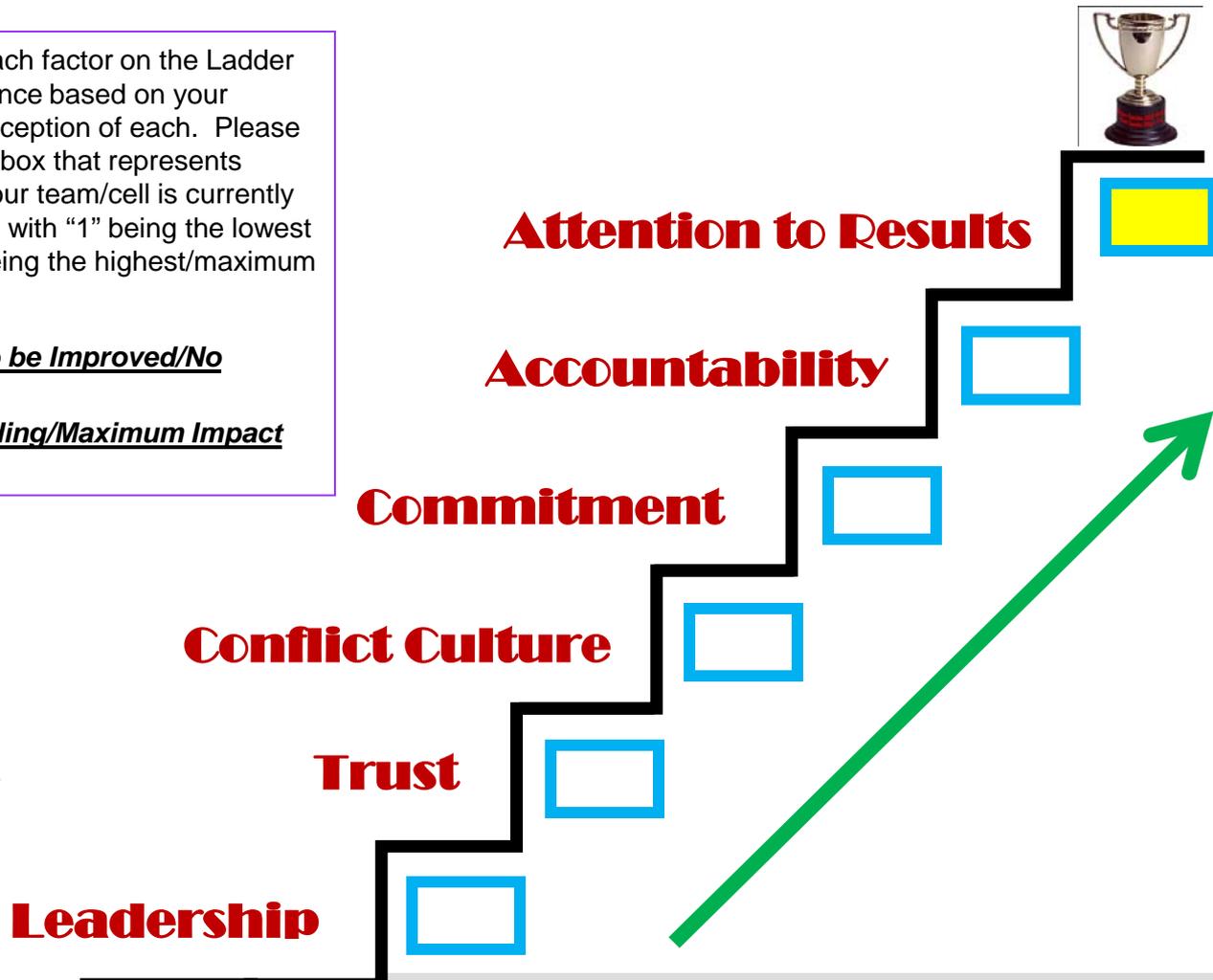
The role of the leader must be to set the tone for a focus on results. If members sense that the leader values anything other than results, they will take that as permission to do the same for themselves.

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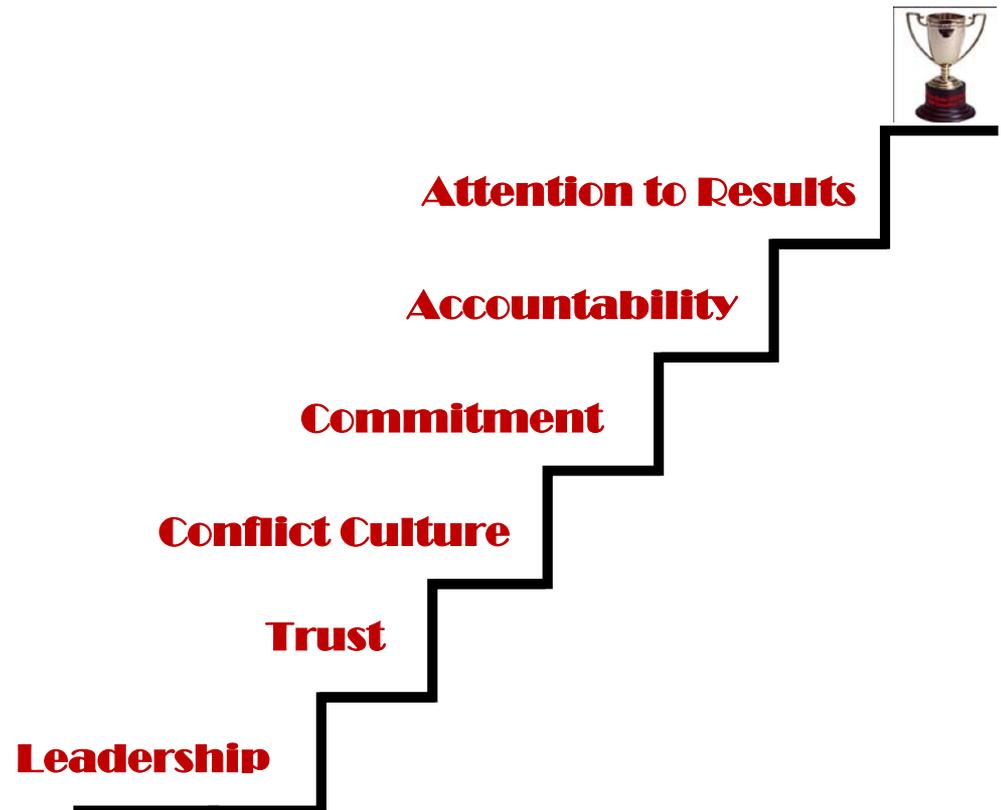
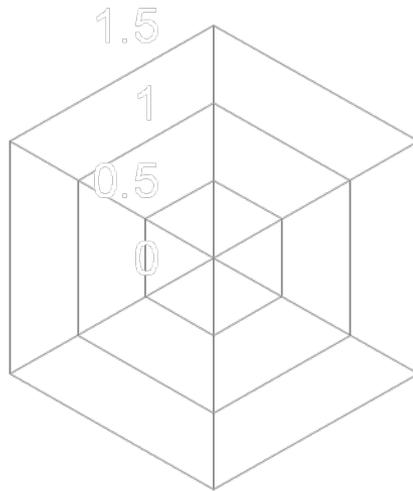
The Ladder to High Performance

High performance is a matter of



The Ladder to High Performance

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The Ladder to High Performance

“There are only two ingredients to building a winning team: a commitment to fundamentals and trust”.

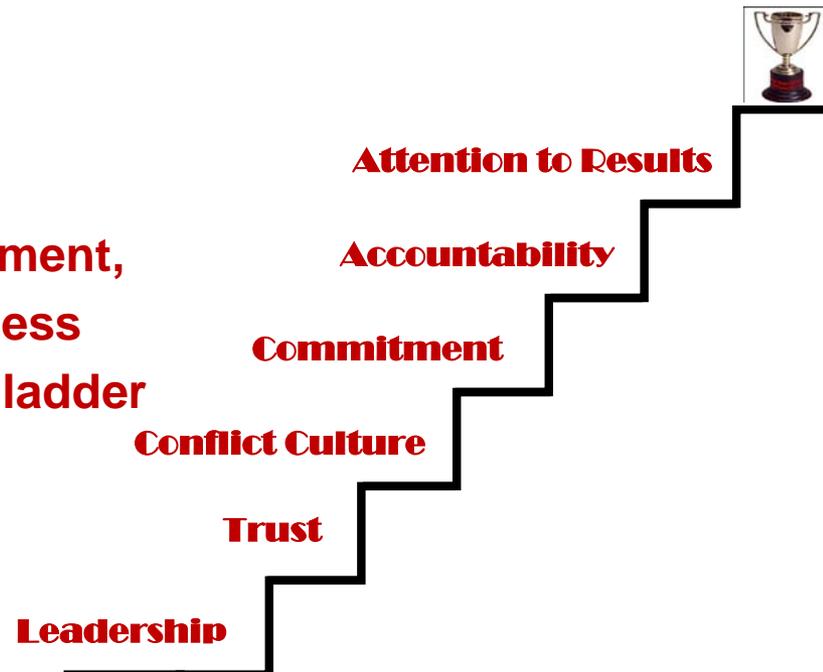
**Lou Holtz, “Holtz builds trust & team”
St. Petersburg Times, December 29, 2000**

The Ladder to High Performance

High performance is a matter of

a commitment to ...

- ✓ Giving clear direction,
- ✓ Getting the right skills,
- ✓ Creating a motivating environment,
- ✓ Equal focus on Task and Process
- ✓ And to the basic steps on the ladder to HIGH PERFORMANCE.



CHECKLIST FOR CELL/TEAM SUCCESS

Please assess each factor on the Checklist for Team Success based on your knowledge or perception of each. Please put a mark in the box that represents where you feel your cell is currently at on each factor, with “1” being the lowest impact and “7” being the highest/maximum impact.

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1. We have a clearly defined cell Charter.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

2. We have clearly defined cell goals.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

3. We have cell Ground Rules that are established and followed.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

4. We have clearly defined team roles.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

5. We have the skills necessary to achieve our goals.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

6. We know where to and how to improve.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

7. We have clear, complete, open, and honest communications.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

We have positive team behaviors including a respect for individual styles.

1	2	3	4	5	6	7
---	---	---	---	---	---	---



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9. We have equal participation from each team member.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

10. We have a consistent problem-solving methodology (DASI™).

1	2	3	4	5	6	7
---	---	---	---	---	---	---

11. We have a good understanding of the process of how to work together.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

12. We have a sense of unity in our team.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

13. We have a sense of trust in our team.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

14. We hold each other accountable in our team.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

15. Our Team Leader is effective in running the team meeting.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

16. Our Facilitator adds value by being a part of our team.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

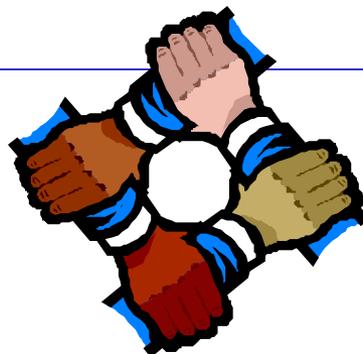
17. Our Facilitator is neutral and does not take sides.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

18. Our Facilitator provides process training and suggests different ways of looking at things that are on the team’s agenda.

1	2	3	4	5	6	7
---	---	---	---	---	---	---





*Developing a High Performance
Organization of Champions*

Thank you for participating.

Presented by

Dave Nagy, Principal

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